

REQUEST FOR PROPOSAL (RFP)

For: Community Rehabilitation Provider Rebalancing Initiative

RFP #1690-DLTC-SM

Issued by:

**STATE OF WISCONSIN
DEPARTMENT OF HEALTH SERVICES
Division of Long-Term Care
Bureau of Aging and Disability Resources
Office for Independence and Employment
Pathways to Independence Initiative**

**Proposals must be submitted
no later than 4:00PM CT
January 29, 2010**

**For further information regarding this
RFP contact Sarah Lincoln at (608) 266-7974.**

LATE PROPOSALS WILL BE REJECTED

Community Rehabilitation Provider Rebalancing Initiative

12-15-09	Notice of Intent to submit a proposal deadline
1-29-10	Due date for Applications/Proposals
3-1-10	Final Award Letters expected to be mailed
3-1-10 to 3-12-10	Public Inspection of Proposals (first 10 business days after final award letters are dated)
3-5-10	Letters of Intent to Protest are due this date or 5 days after final award letters are dated
3-12-10	Final date for Protests is this date or 10 business days after final award letters are dated
3-22-10	Division signs Contract
4-1-10	Agreement Start-up Date

GENERAL INFORMATION

1.0 INTRODUCTION AND BACKGROUND

The Division of Long Term Care supports community integration for people with disabilities and consumer choice in how supports and services are provided. To support individuals with disabilities in their desires to be involved and contributing members to their communities, and to achieve employment in the most integrated, the Division of Long Term Care seeks to expand integrated employment options for people with disabilities. Due to their commitment and experience in serving people with disabilities, community rehabilitation providers (CRPs) can play a role in expanding integrated employment options for people with disabilities. As a way to expand integrated employment provider capacity in the long term care system, the Division is interested in increasing the number and percentage of individuals with disabilities who are supported by community rehabilitation providers (CRPs) in integrated employment options including competitive, customized, supported, and self employment (including micro-enterprise) and in expanding the capacity and expertise of CRPs to provide individualized, community-based employment supports to individuals with disabilities who are hired by community employers. The purpose of this document is to provide CRPs with information to enable them to prepare and submit a proposal that will result in an increase in the number and percent of individuals with disabilities the CRP supports in integrated employment. The Division of Long Term Care intends to use the results of this process to award up to 10 grants to CRPs that support this goal.

CRPs are expected to use grant funds to restructure or rebalance existing organizational resources and develop staff capacity to provide individualized, community-based employment supports. Funds may be used for activities that contribute to and demonstrate a commitment to a planful organizational transition to providing more integrated, individualized employment. CRPs are expected to:

1. Define an action plan or strategy for rebalancing or restructuring organizational resources for working age adults with disabilities who receive day and employment services so that the amount and percentage of resources dedicated to supporting integrated employment increase,
2. Describe how staff expertise in integrated employment, including the use of customized employment strategies, will be developed,
3. Define clear and measurable goals for the number of individuals who are expected to move from work centers or facility-based non-work activities to at least part-time participation in individualized, integrated employment and the percentage of new referrals who are expected to move directly into at least part-time participation in individualized, integrated employment, [Part-time means at least 12 hours per week.]
4. Adopt the following policy for handling new referrals to work centers (facility-based prevocational services) to ensure a process for these newly referred individuals to have the opportunity to make an immediate or subsequent transition to at least part-time integrated employment:
 - (A) If new individuals are referred for prevocational services with a longer term goal of moving to integrated employment, the CRP will do internal assessment and planning with the individual to ensure the member understands that the option to pursue integrated employment with help from the CRP is immediately available, and that pursuing integrated employment does not preclude the individual from continuing to receive prevocational services until an integrated employment opportunity is found, and in addition to an integrated employment opportunity, if that opportunity is only part-time. The CRP will also revisit and explore options for integrated employment with the individual over time so that the individual is well-informed about integrated employment options and can be supported to voluntarily and successfully transition to at least part-time participation in integrated employment at a future point.
 - (B) If any newly referred individual has a goal of at least part-time participation in integrated employment, but goes into full-time facility-based prevocational/day services as a temporary measure, the CRP will create an individual transition plan that includes the steps necessary to achieve the integrated employment goal and a reasonable timeline for doing so.

5. Adopt the following policy for current participants in work centers (facility-based prevocational services) to ensure a process for these individuals to have the opportunity to make a transition to at least part-time integrated employment:
 - (A) As part of prevocational service delivery, the CRP will do internal assessment and planning with the individual to ensure the person understands that the option to pursue integrated employment with help from the CRP is available, and that pursuing integrated employment does not preclude the individual from continuing to receive prevocational services until an integrated employment opportunity is found, and in addition to an integrated employment opportunity, if that opportunity is only part-time. The CRP will also revisit and explore options for integrated employment with the individual over time so that the individual is well-informed about integrated employment options and can be supported to voluntarily and successfully transition to at least part-time participation in integrated employment at a future point.
6. Describe how the result of this project will expand integrated employment capacity for working age adults with disabilities.

1.1 AVAILABLE FUNDS

A total of \$300,000 is available to make up to 10 grant awards under this RFP to community rehabilitation providers that provide facility-based employment or facility-based non-work day supports to individuals with disabilities.

There will be a maximum amount of \$30,000 per award. Proposers may apply for a maximum amount of up to \$30,000.

Funds awarded under this solicitation will be for the period of April 1, 2010 through December 31, 2010.

Based upon satisfactory performance and availability of funds, proposers receiving an award under this RFP may be eligible to apply for a one year continuation of their project. Proposers are advised that should additional state or federal funds become available for innovative expansion and/or enhancement of benefit services, the Division may utilize the results of this RFP for additional awards.

1.2 ISSUING AGENCY

This RFP is issued for the State of Wisconsin by the Division of Long-Term Care. The Division is the sole point of contact for the State of Wisconsin during the selection process.

1.3 PROJECT GOALS

The goals of these projects are as follows:

1. Increase the number of CRPs in Wisconsin that have substantial capacity to support individuals with disabilities to attain and keep high quality individual integrated employment
2. Increase the number and expertise of employment consultants and job coaches that provide customized employment supports
3. Increase the number and percent of individuals with disabilities who are supported by CRPs to work in integrated employment.
4. Increase the number and percent of individuals who work in negotiated jobs that have been developed using a customized employment approach.
5. Subject to individualized planning and informed choice regarding timelines, support adults with disabilities to move from work centers or facility-based non-work programs to at least part-time participation in integrated employment.

6. Provide the option to all working age adults with disabilities who are new referrals to CRPs, and in particular transition age young adults who are leaving secondary education, to move directly into at least part-time participation in integrated employment.
7. Increase the number and percentage of working age adults with disabilities, newly referred to CRP work center or facility based programs, who work at least part-time in integrated community employment settings.

1.4 PROJECT DESIGN

The Division is soliciting CRPs that have a strong and explicit organizational commitment to expanding access to high quality integrated employment opportunities and building organizational policy and culture that recognizes, as the Division does, the inherent value of integrated employment as the employment path that offers people with disabilities the greatest access to full community inclusion and employment choices equal to those available to citizens without disabilities. In order to develop adequate capacity to offer the option of integrated employment to everyone in the long-term care system, Wisconsin is in need of a statewide pool of employment service providers that adopt a primary focus on integrated employment services and related integrated services that maximize community inclusion for adults with disabilities. Interested CRPs will define a strategy and intent to restructure and rebalance organizational resources and staff in ways that increase the allocation of staff and other resources to supporting integrated jobs including discovery, career planning, job development, and ongoing support. Interested CRPs will develop organizational policies and practices that communicate integrated employment as the first option considered for individuals who receive day and employment supports.

The project has a secondary goal of developing a network of CRPs in Wisconsin that have been successful in developing organizational capacity and expanding integrated employment opportunities. The project will provide opportunities to network with other participating organizations in a learning community, and will provide supports to organizations that include assistance with completing an organizational self-assessment, mentorship, consultation, technical assistance and training to support the development and implementation of an action plan. In addition to contract funds, organizations will receive:

- Assistance with an organizational self-assessment and refinement of the project work plan submitted in response to this RFP,
- Assignment of one or more mentors who is a manager or administrator from a CRP that has been successful in organizational restructuring and rebalancing resulting in a focus on integrated employment as the preferred service option for consumers.
- Assignment of a Pathways to Independence consultant who will support CRP grantees to achieve the goals of their respective projects.
- On-site consultation and technical assistance, phone and email consultations with the CRP mentor(s) and Pathways consultant.
- Opportunities to participate in webcasts, conference calls and in-person discussions with other participating organizations to learn about better practices for achieving a strong organizational focus on integrated employment.
- Notification of opportunities to access other training and technical assistance available through Pathways to Independence initiative.

1.5 DEFINITIONS

The following definitions are used through the RFP.

Division means the sub unit within DHS.

Bureau means the work unit within the Division which is using the RFP.

Proposer means an organization submitting a proposal in response to this RFP.

State means State of Wisconsin.

Grant Recipient means proposer awarded funds for direct benefit of the community.

Proposal means response to RFP.

Community Rehabilitation Provider (CRP) is defined as any organization that works with adults with disabilities towards the goal of community employment, and that currently operates a facility-based employment program and/or facility-based day services program for adults with disabilities.

Integrated employment refers to working for a competitive wage in a community-based job (i.e., a job that is not based in a community rehabilitation facility or residential long-term care institution for people with disabilities). The employment must be in a work setting where, to the extent the employment typically involves interaction with others, the interaction is predominantly with co-workers or business associates who do not have disabilities or with the general public. Integrated employment includes employment located in a community business, self-employment and ownership of a micro-enterprise. For the purposes of this RFP, work crews or enclaves are not considered integrated employment, nor are individual community jobs where the CRP is the employer of record.

Customized employment refers to one approach to developing jobs that meet the standard of integrated employment. Customized employment refers to a process for individualizing the employment relationship between a job seeker and an employer in ways that meet the needs of both. It is based on building a match between the unique strengths, needs, and interests of the job candidate with a disability, and the identified business needs of the employer or the self-employment or micro-enterprise business chosen by the candidate. Implicit in this definition of customized employment is a focus on individual job opportunities, developed one person at a time, and the negotiation and creation of employment opportunities that may not have previously existed at a place of employment. With customized employment, a customized position is built from the ground up, taking account of the unique strengths, needs, and interests of the job candidate with a disability, and the identified business needs of the employer or the self-employment or micro-enterprise business chosen by the candidate.

Competitive employment means work in the competitive labor market that is performed on a full-time or part-time basis in an integrated setting; and for which an individual is compensated at or above the minimum wage, but not less than the customary wage and level of benefits paid by the employer for the same or similar work performed by individuals who are not disabled.

Employment consultant refers to direct support professionals who provide job development, career planning, and other supports to job seekers with disabilities. Employment specialists may focus on job placement, or may provide a full range of supports including job training and support on the job site.

Job coach refers to direct support professionals who provide job training and ongoing support at the job site. In general job coaches do not have primary responsibility for job development, but will work with supervisors and coworkers to ensure that individuals are effectively supported and will maintain communication with families, transportation, and other sources of support.

Part-time employment refers to at least 12 hours per week.

1.6 WHO MAY SUBMIT A PROPOSAL

Any Community Rehabilitation Provider (CRP) currently operating a facility-based employment and/or day program for working age adults with disabilities and currently contracting with a managed care organization(s) and/or with a county(ies) to provide employment and day supports to individuals with disabilities.

II. SPECIAL PROGRAM REQUIREMENTS

2.0

1. Applicants may apply for up to a maximum award of \$30,000 for the period of April 1, 2010 through December 31, 2010. Based upon satisfactory performance and availability of funds, applicants receiving an award under this RFP may be eligible to apply for a one year continuation of their project. At this time however (until notified differently), applicants should only plan for the time period of April through December, 2010. Grant recipients receiving awards will be mandated to meet all requirements of this RFP. The Division reserves the right to negotiate the award amount, and to modify the programmatic goals and the budget items to reflect the negotiated award amount, prior to entering into an agreement.
2. Selected organizations must commit to participate in project meetings, consultation, and training activities including:
 - Assisting with arrangements and scheduling of the initial site visit by one mentor and a Pathways consultant.
 - In collaboration with the mentor and Pathways consultant, refinement of the project work plan submitted in response to this RFP if it is agreed that such refinement is needed and beneficial for achieving organizational rebalancing.
 - Providing release time and supporting staff participation in training and development activities, either on-site at the CRP or with other participating organizations
 - Support project data collection efforts including providing demographic and outcome data for target consumers, and providing data on organizational resources and staff time allocations at the start and end of the project year
 - At least monthly contact by phone or in person between the assigned Pathways consultant and the designated project director, with mentor(s) brought in to these conversations as needed
 - Attendance at a two scheduled statewide grantees meeting by the CEO and designated project director.
 - Share lessons learned, success stories, etc. with funding entity and other organizations for the purposes of dissemination of information
 - Serve as a peer support for one other CRP in subsequent years
3. In order to ensure the maximum likelihood of success, CRP applicants selected must be able to establish a project steering committee that includes the CRP CEO, project director, an identified representative of vocational rehabilitation, a representative of the county(ies) or managed care organization(s) whose clients or members are part of the target population for this project, and one board member of the organization. If the project is focused on transition-age individuals, an appropriate transition representative from the area CESA or targeted school district must serve on the steering committee.
4. A letter of commitment to the project approved by the Board of Directors that includes a description of the how the Board will be involved in the project must be submitted with the proposal.
5. Letters of support from the Managed Care Organization(s) or County(ies) whose clients or members are part of the target population for this project and from the Vocational Rehabilitation Workforce Area Director must be submitted with the proposal. The letters of support should specifically address the target outcomes the CRP intends to achieve, and should define how the agency providing the letter of support will participate in the project.
6. Project funds are to be used to support organizational change activities including identifying and implementing methods to rebalance and restructure staff resources, building staff capacity and expertise in customized employment, and strengthening staff time allocation to integrated employment services including discovery, planning, integrated job development, job creation and training/coaching/long-term support in integrated employment.
7. Funding may be used for existing staff to coordinate the project and/or engage in activities related to rebalancing and restructuring; but the proposal must clearly state what specific

responsibilities for those staff are being shifted (and to whom) during the project so that the staff whose positions are being funded through the grant have time available to dedicate to the project.

8. Funding may not be used to pay for direct service to individuals (unless direct service happens as an indirect consequence of staff training and capacity-building). To ensure long-term sustainability and replicability, direct support services should be paid for by leveraging the usual and existing funding sources (e.g. DVR; MCO/County long-term support; Ticket to Work; School System). The project should in part focus on building effective organizational strategies for expanding access to these funding sources.
9. Benefits counseling is available at no cost to individuals with disabilities through other sources and should be fully taken advantage of.
10. Assistance to help CRPs become EN's under the Ticket to Work regulations is available through Pathways to Independence; this activity should not be included in this grant proposal.

III. GENERAL PROGRAM REQUIREMENTS

The following items are required to assure the continuation of funds. These requirements will form part of the contract to the State/County Contract awarding these funds. Failure to comply with these requirements can result in disallowances and/or termination of the agreement for funds.

3.0 ACCEPTANCE OF PROPOSAL CONTENT

Grant recipients receiving awards will be mandated to meet all requirements of this RFP. The Division reserves the right to negotiate the award amount, and to modify the programmatic goals, and the budget items to reflect the negotiated award amount, prior to entering into an agreement.

3.1 ALLOWABLE COSTS

A grant recipient will be required to comply with the Department of Health Services Allowable Cost Policy Manual.

3.2 CAPITAL EQUIPMENT

Funds may be used for limited purchases of capital equipment under this grant program. Capital equipment costs are defined as all costs associated with the acquisition of assets having a value in excess of \$5,000, and a useful life in excess of one year. Such purchases, if planned, must be included in the organization's application and must be reasonable and appropriate for the project proposed.

3.3 SALARIES

Funds cannot be used to supplant current salaries. If current staff are included in the project budget, the proposal must identify how the ongoing responsibilities of these staff are being reallocated during the project to ensure staff have time to dedicate to the project.

3.4 REPORTS

Reasonable reports of both programmatic and fiscal activity will be required for the purpose of documenting the satisfactory meeting of project objectives, in accordance with the application. Reporting requirements will be specified in the agreement between the successful proposer and the Division. Failure of the successful proposer to accept these obligations may result in cancellation of the award.

The grantee shall, at the option of the Division, appear before Division administrators or their designees to clarify findings and to answer any questions at any time during the grant agreement or after the grant agreement is completed.

3.5 NEWS RELEASES

News releases pertaining to this award or any part of the proposal shall not be made without the prior written approval of the Division.

Copies of any news releases regarding this grant during the contract year(s) will be submitted to the Division.

3.6 LEGAL SERVICES

Grant funds can be used to provide legal advice to the recipients but the funds cannot be used to support any legal actions taken against the federal or state government. Intent to use grant funds for this purpose must be included in the organization's application.

3.7 EMPLOYMENT

The proposer will not engage the services of any person or persons now employed by the state, including any department, commission or board thereof, to provide services relating to this agreement without the written consent of the employer of such person or persons and of the Division.

3.8 SUBCONTRACTING

If the applicant plans to use subcontractors, this should be clearly explained and costed out separately in the application. However, the primary contractor will be responsible for contract performance whether or not subcontractors are used.

3.9 TERMINATION OF AGREEMENT

The Division may terminate this agreement at any time at its sole discretion by delivering thirty (30) days written notice to the grant recipient. Upon termination, the Division's liability will be limited to the pro rata cost of the services performed as of the date of termination plus expenses incurred within the prior written approval of the Division. In the event that the grant recipient terminates this agreement, for any reason whatsoever, it will refund to the Division within fourteen (14) days of said termination, all payment made hereunder by the Division to the grant recipient for activities not completed. Such termination will require written notice to that effect to be delivered by the grant recipient to the Division not less than thirty (30) days prior to said termination.

3.10 INCURRING COSTS

The State of Wisconsin is not liable for any cost incurred by proposers in replying to this RFP.

3.11 WAIVER OF TECHNICALITIES

The RFP Evaluation Committee reserves the right to accept or reject any or all responses to the RFP and waive minor technicalities. The determination of whether an RFP condition is substantive or a mere technicality shall reside solely with the RFP Evaluation Committee.

3.12 AFFIRMATIVE ACTION

Successful proposers who are awarded contracts of twenty five thousand dollars (\$25,000) or more shall have included in their contracts the following clause:

"A written affirmative action plan is required as a condition for the successful performance of the contract. Excluded from this requirement are grant recipients whose annual work force amount to less than twenty five employees. The affirmative action plan shall be submitted to the state agency within fifteen (15) working days after the award of the contract."

3.13 REASONABLE ACCOMMODATIONS

The Department will provide reasonable accommodations, including the provision of informational material in alternative format, for qualified individuals with disabilities. For special needs contact Sarah Lincoln at (608) 266-7974 or Sarah.Lincoln@dhfs.wisconsin.gov

3.14 NON-DISCRIMINATION AGAINST EMPLOYEES OR APPLICANTS FOR EMPLOYMENT.

In connection with the performance of work under this grant, the grant recipient agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, handicap, sex, marital status, physical condition, arrest or conviction record, developmental disability as defined in s. 51.01 (5), sexual orientation or national origin.

This provision shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. Except with respect to sexual orientation, the grant recipient further agrees to take affirmative action to ensure equal employment opportunities.

The grant recipient agrees to post in conspicuous places, available for employees and applicants for employment, notice to be provided by the contracting officer setting forth the provisions of the nondiscrimination clause.

IV. CLARIFICATION AND/OR REVISIONS TO SPECIFICATIONS AND REQUIREMENTS NOTICE OF INTENT TO APPLY

4.0 NOTICE OF INTENT

Prospective proposers are requested, but not required, to submit a Notice of Intent to apply to the Division of Long-Term Care. The Notice of Intent form should be returned to the Division by **December 15, 2009 at 5:00pm C.T.** Submittal of the Notice of Intent does not commit an agency to submitting an application. Any supplemental written information related to this RFP developed by the Division will be provided only to those agencies who have filed a Notice of Intent, or to agencies who request such information. Notices should be faxed, mailed or hand delivered to:

Sarah Lincoln, RFP Manager
Department of Health Services
Division of Long-Term Care
1 West Wilson Street, Room 437
MADISON WI 53702
Fax: 608-266-3386
(Telephone #) 608-266-7974
Email: sarah.lincoln@dhfs.wisconsin.gov

4.1 CLARIFICATION AND/OR REVISIONS TO SPECIFICATIONS AND REQUIREMENTS

Any questions concerning this RFP should be submitted in writing, by fax or email, or by telephone, on or before **December 15, 2009** to:

Sarah Lincoln, RFP Manager
Department of Health Services

Division of Long-Term Care
1 West Wilson Street, Room 437
MADISON WI 53702
Fax: 608-266-3386
(Telephone #) 608-266-7974
Email: sarah.lincoln@dhs.wisconsin.gov

COLLECT CALLS WILL NOT BE ACCEPTED

Proposers are expected to raise any questions, exceptions, or additions they have concerning the RFP DOCUMENT at this point in the RFP process. If a proposer discovers any significant ambiguity, error, conflict, discrepancy, omission, or other deficiency in this RFP, the proposer should notify, immediately, the above named individual of such error and request modification or clarification.

In the event that it becomes necessary to provide additional clarifying data or information, or to revise any part of this RFP, revisions/amendments and/or supplements will be provided to all recipients of this initial RFP.

Each proposal shall stipulate that it is predicated upon the requirements, terms, and conditions of this RFP and any supplements or revisions thereof.

Any contact with State employees concerning this RFP are prohibited, except as authorized by the RFP manager during the period from date of release of the RFP until the notice of intent to contract is released.

V. SUBMITTAL OF APPLICATION

- 5.0** All applications must be typed, doubled-spaced, at least 12 point font, at least 1 inch margins. The narrative (Part V of your submission) and should not exceed 10 pages. The Table of Contents, Application Summary, Abstract, Organizational Profile, Budget and Appendices will not count toward the page limit.
- 5.1** Proposers can submit only **one** application
- 5.2** Number of copies. The proposer must submit ten (10) hard copies and one electronic copy on CD of the application to the Division.
- 5.3** Closing date. The closing date for the receipt of all applications under this solicitation will be **January 29, 2010**. Applications may be mailed or hand delivered. An application will be accepted and considered received on time if:
- a. The application is received by the mail room (address shown below) by 4:00 p.m. C.T. on **January 29, 2010**.
Sarah Lincoln, RFP Manager
Room 437
Division of Long-Term Care
1B Mail Room
P.O Box 7850
MADISON WI 53707-7850
 - b. The application is hand delivered to the Division of Long-Term Care (address shown below) by 4:00 p.m. C.T. on **January 29, 2010**.

Sarah Lincoln, RFP Manager
Division of Long-Term Care
1 West Wilson Street Rm. **437**

NO FAXES WILL BE ACCEPTED.

Proposers are cautioned to allow sufficient time for delivery by the U.S. Post Office, because it can sometimes take several days to receive mail from outlying areas. Respondents/Applicants are cautioned that receipt of the application by the United State's Postal Service, the State of Wisconsin mail system or a commercial courier does not constitute receipt of the application by the Division of Long-Term Care for the purposes of this RFP. All responses to this solicitation which are received after the closing date and/or time will not be reviewed and will be returned to the respondent/applicant. **No exceptions will be allowed.**

- c. Supplemental and clarifying information. Unless requested by the Division, no additional information will be accepted from a proposer after the deadline for submittal of applications.

VI. AWARDING FUNDS INFORMATION

6.0 EVALUATION CRITERIA, POTENTIAL POINTS TO BE AWARDED AND PROCEDURES

All applications received will be reviewed by an evaluation committee and ranked accordingly. The evaluation committee will evaluate all proposals against stated criteria. To be considered for an award, an application must score at least **80** points in the evaluation of applications, unless the evaluation committee determines it is in the best interest of the state to make an award to a proposer who scores less than **80** points. Applications will be reviewed and evaluated according to the following criteria.

Finalists may be required to complete an interview by phone or in person with the evaluation committee to clarify responses to the evaluation criteria and questions identified by the evaluation committee.

MAXIMUM POINTS

10 Organizational Profile

The proposer completes the provided Organizational Profile, and attaches a letter of commitment for the proposal, which describes the board's role in the project, is approved by the board of directors and is signed by a board officer.

20 Relationship of Project to Organizational Strategic Plans and Goals of Senior and Middle Management Staff

The proposer has fully documented the relationship of the goals of the project to organizational priorities and strategic plans. Specifically, the organization has described the commitment of the organization to restructuring and rebalancing staff and other resources and building a culture and policy that recognizes, as the Division does, the inherent value of integrated employment as the employment path that offers people with disabilities the greatest access to full community inclusion and employment choices equal to those available to citizens without disabilities. The organization demonstrates a commitment at the Executive Director and Program Director level to the implementation of the proposed activities as a high priority including evidence of a willingness to eliminate organizational policies and practices that serve as barriers to completion of the proposed project.

10 Staffing and Qualifications for Organization

The proposer (or subcontractor, if applicable) either has existing personnel with expertise in providing individualized integrated employment supports or has proposed a strategy for building the capacity to support project activities. Staff who will be charged to the grant have been fully justified and are reasonable and necessary for carrying out the project. Organizational leadership at the Executive Director and/or Program Director levels and personnel proposed for this project are or will be well qualified as evidenced by position requirements, education/experience, and/or proposed training and professional development plans. For those programs with significant minority populations within the service area, the agency has made or will make an effort to recruit, hire, and train minority staff/volunteers and provide in-service sensitivity training about cultural diversity for non-minority staff/volunteers.

20 **Problem/Needs Statement**

The proposer's response shows that they have an excellent understanding of the issues and challenges the organization faces related to restructuring and rebalancing organizational resources and expanding individualized community employment opportunities and services for working age adults with disabilities currently served in facility-based programs and new referrals. The proposer identifies priority technical assistance and training needs and identifies linkages to other local and regional resources that will contribute to the project.

10 **Target Population**

The target population described in the proposal is consistent with the stated purpose of the RFP. The project proposed includes consumers who currently receive facility-based services as target individuals and may also include individuals who are new referrals for services. The proposal targets working age adults with disabilities not currently involved in individualized, integrated employment and includes basic descriptive information such as age, primary disability, current employment situation and earnings, and the category of VR eligibility anticipated or confirmed. The proposal targets individuals for whom access to long-term support for integrated employment, if needed, is likely to be available.

10 **Objectives**

The proposer states the number of individuals who will move, or will have started the process of moving from sheltered employment and facility-based non-work programs to at least part-time participation in integrated employment by the end of the grant period. If it is expected that some individuals will be in the process of moving to at least part-time participation in integrated employment, the proposer describes the process envisioned and the numbers expected to be at each of the various points in the process at the end of the grant period.

The proposer states the percentage of new referrals received by the organization during the grant period, including transition age young adults, who will move directly into at least part-time integrated employment with the support of this project.

The proposer includes in its proposal a confirmation that the organization will adopt the following policy with regard handling new referrals to work centers (facility-based prevocational services) to ensure a process for these newly referred individuals to have the opportunity to make an immediate or subsequent transition to at least part-time integrated employment:

(A) If new individuals are referred for prevocational services with a longer term goal of moving to integrated employment, the CRP will do internal assessment and planning with the individual to ensure the member understands that the option to pursue integrated employment with help from the CRP is immediately available, and that pursuing integrated employment does not preclude the individual from continuing to receive prevocational services until an integrated employment opportunity is found, and in addition to an integrated employment opportunity, if that opportunity is only part-time. The CRP will also revisit and explore options for integrated employment with the individual over time so that the individual is well-informed about integrated employment options and can be supported to voluntarily and successfully transition to at least part-time participation in integrated employment at a future point.

(B) If any newly referred individual has a goal of at least part-time participation in integrated employment, but goes into full-time facility-based prevocational/day services as a temporary measure, the CRP will create an individual transition plan that includes the steps necessary to achieve the integrated employment goal and a reasonable timeline for doing so.

The proposer includes in its proposal a confirmation that the organization will adopt the following policy for current participants in work centers (facility-based prevocational services) to ensure a process for these individuals to have the opportunity to make a transition to at least part-time integrated employment:

(A) As part of prevocational service delivery, the CRP will do internal assessment and planning with the individual to ensure the person understands that the option to pursue integrated employment with help from the CRP is available, and that pursuing integrated employment does not preclude the individual from continuing to receive prevocational services until an integrated employment opportunity is found, and in addition to an integrated employment opportunity, if that opportunity is only part-time. The CRP will also revisit and explore options for integrated employment with the individual over time so that the individual is well-informed about integrated employment options and can be supported to voluntarily and successfully transition to at least part-time participation in integrated employment at a future point.

The proposer's objectives address the project requirements; and goals are clearly stated, realistic, measurable and consistent with the Problem/Needs Statement and the program requirements of this RFP. The objectives demonstrate a change from prior year outcomes as identified in the Organizational Profile. The proposer's objectives are achievable within the grant funding period.

20 **Methods/Work Plan**

The methods described in the proposal and work plan are related to the objectives, will facilitate the project's accomplishing what has been proposed, and are consistent with the purpose of the RFP. The proposer has made very clear how it plans to utilize these grant funds to rebalance adult day and employment service priorities and strengthen the organizational investment in integrated employment supports and services. The strategies described are logical and appropriate responses to the goals of the project, including increasing the number of individuals who work in integrated employment either by supporting individuals to move from sheltered employment or non-work programs to at least part-time participation in integrated employment or by supporting new referrals to move directly into at least part-time participation in integrated employment. The organization addresses its commitment to lasting organizational change that will substantively change the balance of adult day and employment services in favor of integrated employment.

The methods are consistent with the objectives and can be accomplished given the time frames, staffing patterns, and the budget proposed. Time frames for all tasks and activities in the work plan are appropriate to ensure that sufficient effort is planned. The methods described will assure that services are expanded or enhanced by the addition of staff, staff hours, staff wages or additional volunteers.

10 **Coordinated Service Delivery**

Proposer demonstrates that necessary community and/or regional agencies including the Managed Care Organization(s) or County(s) that funds long-term support services and the Workforce Development Area Vocational Rehabilitation office have been or will be involved in the planning and execution of the project. A letter of participation and support for the project from the MCO(s) or County(s) whose individual members or clients are part of the target population is attached to this proposal. Also, a letter of participation and support for the project from the Workforce Development Area Director for Vocational Rehabilitation is attached to the proposal.

10 **Plan to Continue, Phase Out or Discontinue Program**

The proposer clearly states whether the activities funded by the grant will be continued, phased out, or eliminated when the grant funding ends. If the activities are to be continued in any way, the proposer describes how they will be continued. If the activities are to be phased out or eliminated, the proposer states how the changes resulting from the project will be maintained after the grant funding ends.

6.1 **PROPOSER RESPONSES**

Proposals submitted in reply to this RFP shall respond to the specifications stated herein. Failure to respond to the specifications may be a basis for an application being eliminated from consideration during the selection process.

In the event of an award, the contents of this RFP (including all attachments), RFP addenda and revisions, and the proposal from the successful proposer(s) will become contractual obligations. The Division reserves the right to negotiate the award amount, the programmatic goals, and the budget items with the selected proposer(s) prior to entering into an agreement.

Justifiable modification may be made in the course of the agreement only through prior consultation with and written approval of the Division. Failure of the successful proposer to accept these obligations may result in cancellation of the award.

6.2 WITHDRAWAL OF APPLICATIONS

Proposals may be withdrawn by written notice. Proposals may be withdrawn in person by the proposer or his/her authorized representative, providing his/her identity is made known and he/she signs a receipt for the proposal.

6.3 AWARD PROCEDURES

The Evaluation Committee's scoring will be tabulated and proposers will be ranked according to the numerical score received. The evaluation committee has the option to conduct interviews and/or on-site inspections of the top ranked proposers and to include those results in the consideration of the evaluation points. The Division Administrator will make a final decision if a contract will be awarded. The Division reserves the right to reject any or all proposals and to negotiate the award amount, authorized budget items, and specific programmatic goals with the selected proposer(s) prior to entering into an agreement.

6.4 NOTICE OF INTENT TO AWARD A CONTRACT

Each proposer whose proposal is reviewed by the Evaluation Committee shall receive written notice of the determination of approval or non-funding of the proposed project.

After notification of awards are made, and under the supervision of Division staff, copies of all proposals will be available for public inspection from 9:00am to 4:00pm Central Time on weekdays starting the day that notification of awards are made and continuing for ten business days. The proposals will be available for public inspection at the Department of Health Services, 1 West Wilson Street, Madison, Wisconsin 53702.

Each proposer whose project has not been approved shall be given an opportunity to discuss with the Division representative the reasons for non-funding or may write the Division representative requesting the reason for the decision.

Upon request, the Division representative will clarify non-funding reasons verbally or will respond in writing explaining the reasons for the project not being funded.

6.5 PUBLIC INFORMATION

It is the intention of the state to maintain an open and public process in the submission, review and approval of awards. All material submitted by proposers will be made available for public inspection after notice of intent to award or not to award a contract based on the evaluation(s) of the application which were submitted. This information will be available for public inspection, under supervision, during the hours of **9:00am** to **4:00pm**, Monday through Friday (except holidays) until **April 30, 2010.** in the **Office for Independence and Employment, Room 437 in the Department of Health Services.** **No**

entire proposal submitted to the state may be marked as confidential, and any materials so marked, by being included in the application, will be considered public information.

Evaluation tabulation and scoring by individual evaluators will also be open for public inspection, but these scores will not identify individual evaluators.

6.6 PROTEST/APPEAL PROCESS

Proposers can only protest or appeal violation of procedures outlined in this RFP. Ranking and scoring by the Evaluation Committee are not subject to protest or appeal. Notice of intent to protest and protests must be made in writing. Protestors should make their protests as specific as possible and should fully identify the procedural issue being contested.

The written notice of intent to protest must be filed with the:

**Administrator of the Division of Long-Term Care
1 West Wilson Street
P.O. Box 7850
Madison, Wisconsin 53707**

and received in that office no later than the close of business on **March 5, 2010**, or within five (5) working days after the notice of intent to award is postmarked, whichever is later. The written protest, fully identifying the procedural issue being contested, must be received in the Administrator's Office no later than ten (10) working days after the notice of intent to award is issued.

The decision of the (Division) may be appealed to the Secretary of the Department of Health Services, One West Wilson Street, Room 650, Post Office Box 7850, Madison, Wisconsin 53707 within five (5) working days of issuance, with a copy of the protest filed with the Administrator of (Division).

PART II

TECHNICAL SPECIFICATIONS

Proposers are cautioned that in completing the following Technical Specifications they are to provide as complete information as possible. The only information evaluators will be given about a project is that which is contained within the proposal. For that reason, each copy must be a duplicate of the entire original, including any attachments.

The focus of the funding is to increase the number and percentage of individuals with disabilities who are supported by community rehabilitation providers (CRPs) in integrated employment options including competitive, customized, supported, and self employment (including micro-enterprise) and to expand the capacity and expertise of CRPs to provide individualized, community-based employment supports.

In order to determine the potential for a proposed project to achieve this aim, applications must fully address the program requirements and specifications which follow.

Proposals must include the following items submitted in the order listed.

- I. Outline and Table of Contents (checklist form - see next page)
- II. Application Summary
- III. Abstract
- IV. Organizational Profile (see attached form)
- V. Narrative (no more than 10 pages)
Section A - Administration
Section B - Project
- VI. Detailed Budget Request
- VII. Appendices

APPLICATION FOR COMMUNITY REHABILITATION PROVIDER REBALANCING INITIATIVE
OUTLINE AND TABLE OF CONTENTS PAGE

Agency Name: _____

Proposal Title: _____

Target Population(s): _____

Proposers are required to number all pages and to organize their application according to the following format. This form serves as a checklist of application contents and facilitates application evaluation. This form must be completed and attached to the front of the finished application.

I	<u>Outline and Table of Contents</u>	Page 1
II	<u>Application Summary</u>	Page 2
III	<u>Abstract</u>	Page 3
IV	<u>Organizational Profile</u>	Page 4-6
IV	<u>Narrative</u>	
	A. Administration	
	1. Relationship of Project to Organizational Strategic Plans and Goals of Senior and Middle Management Staff	Page
	2. Staffing and Qualifications	Page
	B. Project	
	1. Problem/Needs Statement	Page
	2. Target Population	Page
	3. Objectives	Page
	4. Methods/Work Plan	Page
	5. Coordinated Service Delivery	Page
	6. Plan to Phase Out or Discontinue	Page
V.	<u>Budget</u>	
	A. Budget Request	Page
	B. Budget Justification	Page
VI	Appendices	
	A. Letter of participation/support: Managed Care Organization(s) or County(ies) whose members or clients are part of the target population	
	B. Letter of participation/support: Workforce Development Area Director for Vocational Rehabilitation	
	C. Letter of commitment: Board of Directors	
	D. Copy of organizational strategic plan or similar document(optional)	

II APPLICATION SUMMARY

Complete the Application Summary following the instructions below. The Application Summary should be the second page in your proposal.

Section I. Agency Information

Item 0 Skip This Item

- Item 1 Enter the Project Title
- Item 2 The "Applicant Agency" is defined as the legal entity which assumes the liability for the administration of the grant funds and is responsible to DHS for the performance of the project activities.
- Item 3 Enter name, address, and telephone number of project director.
- Item 4 Enter name, address, and telephone number of project fiscal agent. The fiscal agent is the individual who is responsible for the receipt and administration of the project funds and for the submission of all fiscal reports to DHFS.
- Item 5 Enter the Internal Revenue Services number assigned to the agency which is responsible for the employees hired under these project funds.
- Item 6 Enter the managed care organization(s) and/or county(ies) to be served by this project.
- Item 7 Check the box applicable to the "Applicant Agency" entered under Item 2.
- Item 8 If all or parts of the project will be subcontracted, fill in the name and address of the subcontractor.
- Item 9 Identify proposed facilities operated by the CRP that will be involved in the project
- Item 10 Enter the proposed dates for the project: May 1, 2009 to December 31, 2009.

Section II - Budget Summary

The budget summary contains the total projected costs by cost category. All figures on this form should be rounded to the nearest dollar.

- Item 11 Enter line-item totals from the Detailed Budget Request.
- Item 12 Enter total project cost for the entire period of the project.
- Item 13 Enter the name, title, telephone number and signature of official authorized to commit applicant organization to this agreement.

III ABSTRACT

The abstract must be one page only. The information in the abstract should provide a brief description of your project, highlighting the main points from the Detailed Budget Request and Narrative Sections of your proposal.

IV. ORGANIZATIONAL PROFILE

Applications must include a completed organizational profile form as attached to this RFP package.

Applicants must attach a signed letter of commitment approved by the Board of Directors and signed by a board officer.

Organizational Profile (10 points)

Services Provided

Total number of individuals supported by your organization: _____

Total number of individuals supported in day and employment services: _____

Total number of individuals placed into individual community jobs in the past 2 years:

2008: _____ **Of this total number, how many in supported employment:** _____

2009: _____ **Of this total number, how many in supported employment:** _____

Please provide the number of individuals your organization currently supports at the time you develop this proposal.

Employment Services	Do you provide this service?	Total # of people served at time of proposal	Total # employed using Section 14c sub-minimum wage certificate
Competitive employment with time-limited supports	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Individual Supported Employment	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Entrepreneurship/self employment	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Enclaves	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Mobile Crews	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Agency-owned business	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Facility-based work (e.g. sheltered workshops, extended employment)	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Other (Please specify):	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Other (Please specify):	<input type="checkbox"/> Yes <input type="checkbox"/> No		

If you provide enclaves, mobile crews, or agency owned businesses:

How many enclaves do you support? _____

How many mobile crews do you support? _____

How many agency-owned businesses do you support? _____

<i>Non-Work Services</i>	Do you provide this service?	Total # of people served at time of proposal
Facility-Based Non-Work	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Community-Based Non-Work	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other services, please specify:	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Other services, please specify:	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Primary disability groups served by your organization, please mark appropriate percentage:

	None (0%)	Few (1-19%)	Some (20-39%)	About half (40-59%)	Most (60-79%)	All or nearly all (80-100%)
1. Developmental disability (e.g., mental retardation, cerebral palsy)						
2. Mental illness						
3. Sensory impairments (e.g., visual, hearing)						
4. Physical impairment (e.g., paraplegia, neuromuscular)						
5. Other, Specify _____						

Staffing

Please attach an organizational chart.

Total number of staff working in day and employment services: _____

Total number of staff supporting individuals in Competitive Employment,
Individual Supported Employment, and Entrepreneurship/Self Employment: _____

Total number of staff supporting individuals in Enclaves and Mobile Crews: _____

Funding

For your most recent FY, what was the **operations budget for employment and day services**?
\$ _____

In the operations budget for employment and day services, what were your sources of funding?
Please check all that apply.

Source of Funding	Applies
1. Medicaid	
2. State Vocational Rehabilitation	
3. State Department of MR/DD	
4. State Department of Mental Health	
5. State Department of Education	
6. County/Local/Tribal government	
7. School Districts/Local Education Associations (LEAs)	
8. TANF (Welfare-to-Work)	
9. One-Stop Center or State Workforce Development Agency	
10. Ticket-to-Work	
11. Self-pay (Including PASS, IRWE)	
12. Business revenue (Including NISH, NIB, and Subcontracts)	
13. Employer/Industry	
14. Fundraising / Development	
15. Grants / Mini-grants	
16. Other, please specify:	

V NARRATIVE

A. ADMINISTRATION

1. **Relationship of Project to Organizational Strategic Plans and Goals of Senior and Middle Management Staff**

In this section of your proposal you are to fully document the relationship of the goals of the project to organizational priorities and strategic plans. Specifically, the organization must describe the commitment of the organization to restructuring and rebalancing staff and other resources and building a culture and policy that recognizes, as the Division does, the inherent value of integrated employment as the employment path that offers people with disabilities the greatest access to full community inclusion and employment choices equal to those available to citizens without disabilities.. Organizations must demonstrate a commitment at the Executive Director/CEO and Program Director level to the implementation of the proposed activities as a high priority including evidence of a willingness to eliminate policies and practices that serve as barriers to completion of the proposed project.

The narrative for this section should, at a minimum, include the following information:

- your organization's history with an emphasis on your history with regard to development of employment opportunities;
- Your organization's mission and goals;
- The relationship of the project to current organizational priorities and strategic plans; and
- How the organization's history, goals & mission contribute to an evolution to increased integrated employment.

2. **Staffing and Qualifications for Applicant Organization and/or Sub-contractor**

The applicant organization must demonstrate that it has existing personnel with expertise in providing integrated employment supports, including customized employment supports, or has proposed a strategy for building this capacity to support program activities. Staff which will be charged to the grant have been fully justified and are reasonable and necessary for carrying out the project. Organizational leadership at the Executive Director and/or Program Director levels and personnel proposed for this project are or will be well qualified as evidenced by position requirements, education/experience, and/or proposed professional development/training plans.

For those programs with significant minority populations within the service area, the agency has made or will make an effort to recruit, hire, and train minority staff/volunteers and provide in-service sensitivity training about cultural diversity for non-minority staff.

The narrative for this section should, at a minimum, include a description of:

- your agency's current organizational structure and staffing pattern;
- provide an organizational chart which indicates current and proposed positions that will be involved in implementing this project;
- the project-related responsibilities for all new or existing position(s) which will be involved in the project;
- the current qualifications or proposed training and development plan for all new or existing staff that will be involved in this project;

- if you are hiring new staff, discuss why the position(s) is/are needed;
- if you plan to hire new staff to work on the project, describe your hiring practices which will ensure the position(s) will be filled within 6 weeks of the date of the grant award. If position(s) cannot be filled within the 6 weeks timeframe, estimate the time you will need to fill the position(s) and how the project can be implemented prior to the hiring of the new staff.

NOTE: If you plan to subcontract out part or all of your project, you must provide the above information for your agency and/or the subcontractor(s). Be very clear in describing and distinguishing between your agency's staff and/or the staff of the subcontractor(s).

B. PROJECT

1. Problem/Needs Statement

An organization must demonstrate that they have an excellent understanding of the issues and challenges the organization faces related to restructuring and rebalancing organizational resources and expanding individualized community employment opportunities and services for working age adults with disabilities currently served in facility-based programs and new referrals. The proposer identifies priority technical assistance and training needs and identifies linkages to other local and regional resources that will contribute to the project. The organization should document with statistical data, where available, the extent of the problem or need and fully describe the barriers and challenges to addressing the problem/need. Funds under this proposal may not be used to supplant current federal and state funding.

The narrative should, at a minimum, include:

- a clear discussion of whether this is a new project or whether it will be an expansion of an existing project;
- a full discussion of the exact issues and challenges the organization faces related to rebalancing organizational resources and expanding individualized community employment opportunities and services for working age adults with disabilities, and how your project will address these;
- include any data available to document the problems or unmet need you intend to address if you are proposing a new project;

2. Target Population

The proposed target population must be consistent with the stated purpose of the RFP. Projects should include at a minimum consumers who currently receive facility-based employment or non-work services as target individuals and may also include individuals who are new applicants for services. The proposal should describe individuals who will be supported to pursue at least part-time participation in integrated employment and should include basic descriptive information such as age, primary disability, current employment situation and wages, and VR eligibility, either anticipated or confirmed. The proposal targets individuals for whom access to long-term support for integrated employment, if needed, is likely to be available.

The narrative should, at a minimum, include:

- a description of the target population(s) your project will serve (see above);
- the number of participants your project will serve;

- if you are expanding and/or enhancing an existing program, clearly specify the increase in participants who will be served through these grant funds; and

3. **Objectives**

The proposer's objectives are clearly stated, realistic, measurable and are consistent with the Problem/Needs Statement and the purpose of this RFP.

The proposer must state the number of individuals who will move, or have started the process of moving from sheltered employment and facility-based non-work programs to at least part-time participation in integrated employment. If it is expected that some will be in the process of moving to at least part-time participation in integrated employment, the proposer should describe the process envisioned and the numbers expected to be at each of the various points in the process at the end of the grant period.

The proposer must also state the anticipated number and target percentage of new referrals received by the organization during the grant period, including transition age young adults, who will move directly into at least part-time participation in integrated employment with the support of this project. The proposer must also include a confirmation that the organization will adopt the following policies:

#1. With regard to handling new referrals to work centers (facility-based prevocational services) and to ensure a process for these newly referred individuals to have the opportunity to make an immediate or subsequent transition to at least part-time integrated employment:

(A) If new individuals are referred for prevocational services with a longer term goal of moving to integrated employment, the CRP will do internal assessment and planning with the individual to ensure the member understands that the option to pursue integrated employment with help from the CRP is immediately available, and that pursuing integrated employment does not preclude the individual from continuing to receive prevocational services until an integrated employment opportunity is found, and in addition to an integrated employment opportunity, if that opportunity is only part-time. The CRP will also revisit and explore options for integrated employment with the individual over time so that the individual is well-informed about integrated employment options and can be supported to voluntarily and successfully transition to at least part-time participation in integrated employment at a future point.

(B) If any newly referred individual has a goal of at least part-time participation in integrated employment, but goes into full-time facility-based prevocational/day services as a temporary measure, the CRP will create an individual transition plan that includes the steps necessary to achieve the integrated employment goal and a reasonable timeline for doing so.

#2. With regard to current participants in work centers (facility-based prevocational services) and to ensure a process for these individuals to have the opportunity to make an immediate or subsequent transition to at least part-time integrated employment:

(A) As part of prevocational service delivery, the CRP will do internal assessment and planning with the individual to ensure the person understands that the option to pursue integrated employment with help from the CRP is available, and that pursuing integrated employment does not preclude the individual from continuing to receive prevocational services until an integrated employment opportunity is found, and in addition to an integrated employment opportunity, if that opportunity is only part-time. The CRP will also revisit and explore options for integrated employment with the individual over time so that the individual is well-informed about integrated employment options and can be supported to voluntarily and

successfully transition to at least part-time participation in integrated employment at a future point.

The objectives must demonstrate a change from prior year outcomes as identified in the Organizational Profile. The proposer's objectives must be achievable during the grant funding period.

When writing narrative for this section, keep in mind that:

- Objectives should connect with the problem/needs statement, the stated purpose of the project, and the stated purpose of the RFP;
- Objectives are also a link between the problem statement and the work plan;
- The statement of a measurable objective should describe objectives or intended results within the framework of four particular limits:
 1. WHO or WHAT you intend to affect;
 2. IN WHAT WAY they will be affected by fulfillment of the objective
 3. The amount of TIME the objective will take to achieve;
 4. A CRITERIA OF MEASUREMENT by which you can demonstrate that the intended results have or have not been achieved.

The narrative should, at a minimum, include:

- The number and target population of people who will move to at least part-time participation in integrated employment from sheltered employment or facility-based non-work programs and (if identified as a target population) the number of new referrals who will move directly into at least part-time participation in integrated employment;
- The number of individuals who enter negotiated jobs that have been developed using a customized employment approach;
- A commitment to lasting organizational change which involves a substantive rebalancing of the focus of the organization in favor of integrated employment and other integrated, individualized services that support and complement that employment.

4. **Methods/Work Plan**

The methods described in the proposal and work plan must be related to the objectives, must facilitate the project's accomplishing what has been proposed, and must be sequentially reasonable. The methods described must assure that integrated employment services are expanded or enhanced through capacity development, policy and organizational strategy, and by the addition or redeployment of staff, staff hours, or staff wages. Activities in the work plan are to be clearly assigned to specific project personnel. The methods must be consistent with the objectives and able to be accomplished given the time frames, staffing patterns, and the budget proposed. Time frames for all tasks and activities in the work plan must be appropriate to ensure that sufficient effort is planned.

When writing narrative for this section, keep in mind that:

- a method or work plan describes the means used to implement the objective -- your method/work plan must detail all tasks, activities and procedures in a logical progression that will be used to achieve the objective;

- your method/work plan must include the assignment of responsibility to specific personnel and the timetable for each task or activity to be started and to be completed; and
- you must state who will be responsible for providing supervision to ensure tasks/activities are completed.

The following form is to be used to lay out your objectives and work plan. Complete a separate form for each project objective. These forms will not count against the 10 page limit for the Narrative section of the proposal.

PROJECT OBJECTIVES, TASKS AND ACTIVITIES WORKPLAN

PROJECT OBJECTIVE:

	WORKPLAN		
TASKS/ACTIVITIES	Timeframe (include start date and completion date unless task is on-going)	Responsible Party	Expected outcome

5. Coordinated Service Delivery

Applicant demonstrates that necessary community and/or regional agencies including the Managed Care Organization(s) and/or County(ies) that funds services and the Workforce Development Area Vocational Rehabilitation office have been or will be involved in the planning and execution of the project. A letter of participation/support for the project from the MCO(s) and/or County(ies) whose members or clients are part of the target population must be attached to the proposal. Additionally, a letter of participation/support from the Workforce Development Area Director for Vocational Rehabilitation must be attached to the proposal.

The narrative should, at a minimum, include:

- a description of how your agency will work (as appropriate) with the MCO(s) or county(ies) and the Workforce Development Area Vocational Rehabilitation office and other local, county, tribal and/or regional agencies and providers;
- a detailed explanation as to how these coordination efforts fit into your overall proposal.

6. Plan to Phase Out or Discontinue Project

Since the grant funding is for a definite period of time, a description of a plan to either phase out or discontinue the program/project must be included in the narrative.

The narrative should, at a minimum, include:

- An intention to either phase out and/or integrate with other services, or eliminate the project/program at the end of the funding period; or,
- An intention to continue the project/program through other, identified funding sources; and,
- A plan describing how this will be done.

DETAILED BUDGET REQUEST- Period:

PROGRAM

1. Personnel

Title of Position	% of time	Hr. rate	Hrs. per month	# months budgeted	Total cost
		\$			\$
		\$			\$
		\$			\$
		\$			\$
		\$			\$

Total Salary

\$ _____

- 2. Fringe Benefits for Project Personnel (Employers FICA: Employees Insurance) (_____%) \$ _____
- 3. Travel
 - a. Professional Staff \$ _____
 - b. Volunteer Workers \$ _____
- 4. Equipment (attach separate sheet detailing) \$ _____
- 5. Supplies and Operating Expenses (attach a separate sheet detailing) \$ _____
- 6. Contractual and Consultant Costs (attach a separate sheet detailing) \$ _____
- 7. Training for Paid and Volunteer Workers: \$ _____
- 8. Advertising \$ _____
- 9. Other Expenses (attach a separate sheet detailing) \$ _____
- 10. TOTALS (lines 1 through 10) \$ _____

NOTE: BUDGET DETAIL IS TO BE PROVIDED IN THE BUDGET JUSTIFICATION FOR (4) TRAVEL, (5) EQUIPMENT, (6) SUPPLIES, ETC., (7) CONTRACTUAL AND CONSULTANT COSTS, AND (10) OTHER EXPENSES.